



Providing a 21st century facility for Moorfields Eye Hospital

**Involving patients and the public
Tell us what you think**

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1. Introduction

This document outlines a proposal by Moorfields Eye Hospital NHS Foundation Trust to move our main central London hospital from City Road near the Old Street roundabout to more modern facilities in the King's Cross/Euston area. We plan to do this in partnership with our research colleagues at the UCL Institute of Ophthalmology.

We need a new facility for several reasons:

- Our existing buildings in City Road are more than 100 years old and were built at a time when hospital care was provided very differently to how it is now. They are no longer suited to the provision of 21st-century clinical care, research or education
- Our ageing infrastructure is growing increasingly difficult and costly to maintain
- The configuration of our existing buildings offers little scope for true integration between the clinical, research and teaching elements of our work, which will be crucial if we are to achieve our vision for the future (see section 2 below)
- Although intermediate refurbishments go some way to improving the environment for our patients and staff, they are no substitute for purpose-built accommodation

An in-principle decision to focus all our efforts on moving, rather than trying to rebuild on our current campus, was taken by our board of directors in March 2013, following an extensive options appraisal. We are now keen to hear wider views to enable us to develop our plans further. In particular, we want to understand the factors that you consider the most important for us to take into account when we make a final decision about a new site.

In parallel with this engagement exercise, we are working with the local health overview and scrutiny committee and our host commissioners to ensure that we comply with our formal consultation obligations as set out in NHS legislation.

It is very important to stress that this engagement exercise is not about changing the services we currently provide. Wherever we are based, we will continue to offer high quality clinical care, research and education in a central London location, supported by a network of satellite locations in and around the capital, just as we do now.

Once you have read this document, we would be grateful if you could take the time to answer the questions on pages 9 and 10 so that you can tell us what you think.

2. Our vision for the new facility

Our aim, in partnership with the UCL Institute of Ophthalmology, is to create a fully integrated and flexible modern facility, enabling us to bring together . for the first time . patient-focused eye research, education and healthcare in a truly coherent way.

By doing this, we will be able to:

- Provide the highest quality clinical care in a modern, supportive environment for both patients and staff
- Enhance significantly our capacity and capability to undertake world-leading research, translating that research rapidly into treatments for patient benefit
- Attract the world's best ophthalmic scientists, educators and clinicians

We plan to pay for the new facility from a variety of sources, including cash reserves, borrowing, a significant contribution from UCL, the proceeds from the sale of the City Road site, and a major fundraising campaign, jointly with UCL, which we anticipate will raise around 25% of the money we need.

3. Background to the engagement exercise

Discussions have taken place over many years about the future development and growth of our central London hospital. During this time, we have considered a variety of options, including redevelopment on our existing campus and rebuilding from scratch elsewhere.

These discussions have involved a range of individuals and organisations including Moorfieldsqboard of directors, our membership council (comprising the governors who represent our membership), members themselves, and existing and potential donors to the hospital. We now wish to broaden the discussions by involving many more people who use, or have an interest in, Moorfieldsqservices.

4. Why we want to move

During 2012, we completed a detailed analysis of our space requirements in a new building, as well as the costs of moving off-site rather than rebuilding at City Road. These suggested that moving to a new location was likely to be less expensive than staying at City Road.

This is in large part because to redevelop the City Road site at the same time as continuing to provide services there would require us to find and pay for a significant amount of alternative accommodation over an extended period of time. This would not only be extremely expensive, but would also be very disruptive for patients, visitors and staff, and would also take a great deal longer to achieve.

At the same time, our colleagues at the UCL Institute of Ophthalmology have decided that their existing facilities in Bath Street, adjacent to our City Road building, will also require a fundamental redesign and expansion if they are to realise their ambitions for the future.

Taking all of this into account, we conducted an extensive options appraisal which looked at seven different ways of reconfiguring the existing buildings to meet our joint aims, and one to relocate elsewhere in central London. Each option was evaluated on the basis of cost and on a range of qualitative issues as follows:

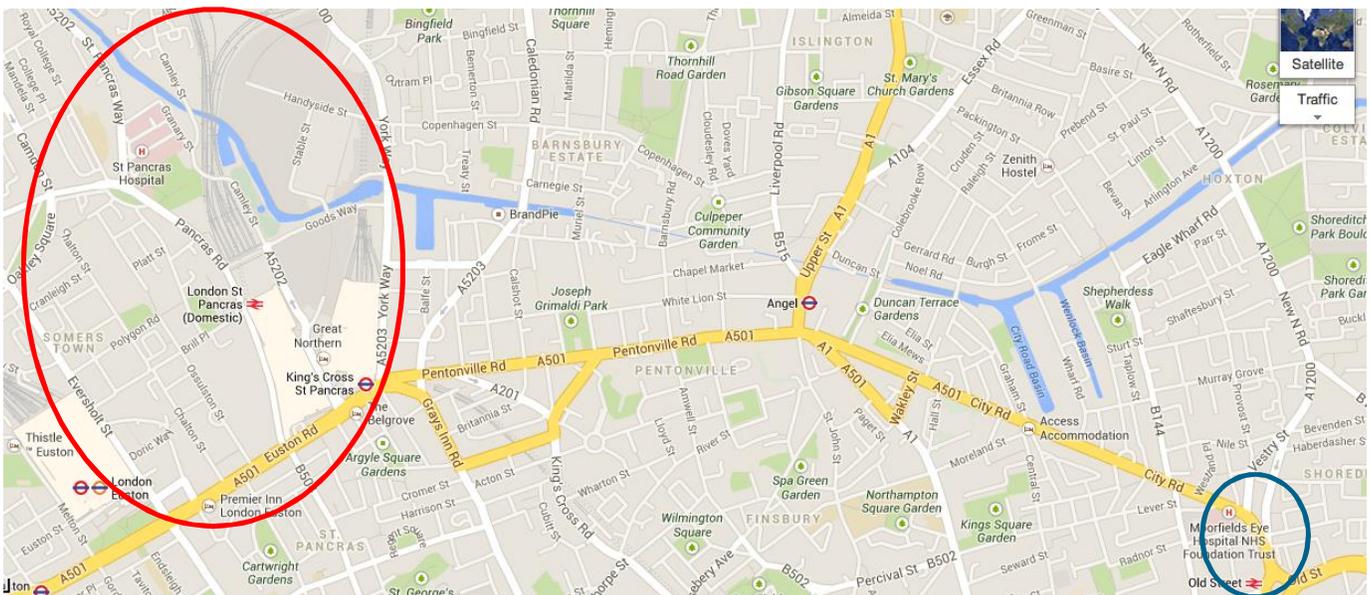
- Accessibility and quality of the surrounding environment
- Ability to realise the best clinical co-locations and patient experience
- Proximity to another acute hospital
- The impact of each option on existing service delivery and patient experience while work takes place
- Future flexibility
- Integration with the Institute of Ophthalmology, research and development and education and teaching capability
- Acceptability
- Brand and reputational impact
- Ability to accommodate additional patient activity

Relocating scored higher than rebuilding at City Road against every qualitative criterion, as well as on financial grounds. On that basis, our board of directors made an in-principle decision in March 2013 that we should focus all our efforts on identifying an alternative site at which to build a new integrated facility.

5. Why King's Cross/Euston?

Although we have looked at other parts of central London, King's Cross/Euston is the most attractive proposition for a variety of reasons:

- It is close to our current location (see map below), which will make any move easier for existing patients and staff
- The area is undergoing extensive regeneration, which means that there is land available on which to build, as well as other redevelopment opportunities
- The area is a major transport hub, providing easy access from across London and beyond
- Moving to this area will bring us closer to other important health and health research partners, including University College London Hospital, Great Ormond Street Hospital, UCL, and the new Francis Crick Institute



Please note that the red circle above is intended to show the broad area in which we are focusing our search and its relation to our existing site at City Road . it is not a definitive boundary

6. What we are engaging about

We are looking at several potential sites that meet our requirements in the Kings Cross/Euston area and now want to hear your views about the most important criteria we need to consider in making a final decision on a new location for our integrated facility.

As part of this exercise, we also need to consider the potential impact of our proposal on people with protected characteristics, in line with the public sector equality duty. Protected characteristics are age, disability, gender, gender reassignment, pregnancy and maternity, race, religion or belief, and sexual orientation. The general equality duty requires us to have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation
- Advance equality of opportunity between different groups
- Foster good relations between different groups

Although we do not think there is likely to be any adverse impact on any group as a result of our proposals, we would like to know if there are any matters which you think we should take into account in this regard.

It is important to understand that this engagement exercise is not about a specific location, or the future of the buildings that make up the existing hospital in City Road. These issues will be the subject of future town planning consultations.

Nor is the exercise related to the services we currently provide. Wherever we are based, we will continue to provide high quality clinical care, research and education in a central London location, supported by a network of satellite locations in and around the capital, just as we do now. In addition, although we might expect more patients to choose to be treated in our satellite locations closer to where they live or work as services at those sites develop, the ultimate choice about whether to be cared for in our main hospital or in one of our satellites will rest with patients themselves.

7. How you can have your say

You will find a list of questions on pages 9 and 10 of this document, and we would be grateful if you could answer these and return them to us. There is also a space for you to give us your general views about our proposal to move to a new location.

This engagement exercise runs for 12 weeks from Monday 25 November 2013 to Friday 14 February 2014.

8. What happens next?

Once this engagement exercise closes, we will look at all the responses and write a report which will be posted on our website and sent out in hard copy on request. The report will then be used to develop the plans for a new home for Moorfields.

We are also keen to establish a reference group to ensure that patients' views are adequately represented as the project develops. If you would be interested in finding out more about this and what it will involve, please let us know using the contact details below.

9. Further information

We hope that this document contains enough useful information to help you contribute and have your say. You can also find a list of frequently asked questions about this project on our website at www.moorfields.nhs.uk.

If you have further specific questions, or need additional copies of this document, response forms or a copy in a different language or format, please contact us as follows:

- By email to projectoriel@moorfields.nhs.uk
- By telephone to 020 7253 3411, ext 4285
- In writing to Elizabeth Smith, Project Oriel project manager, Moorfields Eye Hospital NHS Foundation Trust, City Road, London EC1V 2PD
- By coming along at any time during one of our drop-in sessions: these will be held on **Thursday 5 December 2013** and on **Friday 24 January 2014**; both sessions will run from 10am to 6pm and will take place in the main entrance of Moorfields Eye Hospital, City Road, London EC1V 2PD

10. Tell us what you think

To let us have your views on our proposals, please answer the questions listed opposite and on the back page of this document.

Once you have finished, please detach the sheet from this document and send it in an envelope to:

Project Oriel team
FREEPOST NAT9528
Moorfields Eye Hospital NHS Foundation Trust
City Road
London EC1V 2PD

Alternatively, you can email your responses to projectoriel@moorfields.nhs.uk.

1. Do you agree with our proposal to move to the Kings Cross/Euston area?

2. Which of the following criteria are most important in making a final decision about which site to choose? (Please rank in order where 1 is the most important and 9 the least important.)

| Criteria | Ranking |
|---|----------------|
| Whether Moorfields can afford to pay for the site | |
| Value for money | |
| Accessibility . for example, proximity to a major transport hub and ease of access from that hub to the new facility | |
| Proximity to other hospitals with whom we work closely | |
| Continuity of clinical service delivery during construction works | |
| Future flexibility . to allow us to respond to changes in the way in which eye care is provided, or the demand for it | |
| Ability to integrate fully with the UCL Institute of Ophthalmology, our research partners | |
| Deliverability . for example, likelihood of obtaining planning approvals and ease of construction activity and process, including minimising disruption to staff, patients and neighbours | |
| Other . please specify in question 5 below | |

3. Would moving the hospital to the Kings Cross/Euston area affect you in any way . in particular, would it create any significant disadvantages for you?

4. Are there any specific issues for people with protected characteristics (see section 6) in what we are proposing, or which we should take into account in selecting the best location?

5. Do you have any further comments about our proposal?

Thank you for taking the time to answer these questions.